

Corporate Project Dashboard
March 2020

Portfolio of Projects:

Priority Flagship	Flagship	High	Medium	Service
Brexit	Root and Branch	GDPR – Steps to Compliance	Payment Allocation	Standardisation of Customer Forms
Spelthorne Leisure Centre	Office 365	EDRMS	Main Reception Kiosk Install	E-Form for Project Documentation
White House Redevelopment Phase I	Heathrow Launch Pad (Incubator)	Corporate Hybrid Printing	CIVICA Migration to SQL Server	Revamp of Intranet (Spelnet) *New Project*
Ceaser Court Phase I	Fordbridge Day Centre (Extension)	Rent Management and Homelessness System	Academy to 2012 / Ingres Upgrade	Multi-use Bins in Parks
Ceaser Court Phase II		LSVT (Large Scale Voluntary Transfer)	UNIFORM Disposal Module	Wetland Habitat Project
Waterfront Redevelopment of Staines		Replacement Phones	2008 R2 Upgrades to 2016	Refurbishment of Laleham Park Play Area
Ashford MSCP Redevelopment		Enforcement Agents	Property Management Software	Commercial Waste
Thameside House Redevelopment		Knowle Green Works/Project Claude	Land Registry – LA Migration *New Project*	Bartec for 'Refuse Enquiries'
Knowle Green West Wing Conversion		Laleham Park Pavilion		Enterprise (IDox)
Ashford Hospital Car Park		Staines Jetty		
Southern Light Railway (SLR)				
Harper House Redevelopment				
Oast House Redevelopment				

Project: Brexit

Category: Priority Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
To ensure Spelthorne Borough Council, its community and businesses are as prepared as possible, given the uncertainties of Brexit especially a “No Deal”.
Due to the ‘shifting’ dates for Brexit no firm Milestone/s can be set at this stage.
- **Progress Against Milestones:**
 - No substantial activity last month (November ’19) as on hold due to 12th December ’19 General Election.
 - Conducted / progressed assessments of a number of Food Banks in the Borough so as to determine what assistance might be necessary for those financially impacted by Brexit. Donations from the Brexit funding can then be allocated.
- **Identified Risks and Issues:**
 - Risks:
 1. **Impact of ‘No Deal’ exit:-** Likelihood 2 x Impact 3 = **Risk Score: 6**
 - Issues:
 1. **Uncertainty of dates for exiting the EU.**
 2. **Election impact on Brexit Deal and associated timings.**
- **Budget Management:**

Item	Amount	Date and Comments
Approved Budget	£12,000	
Actual Spend to Date	£0.00	Budget spent
Projected Spend	TBC	
Variance From Agreed Budget	0%	

- **Stakeholder Engagement:**
Plan in place.
- **Resources:**
Resource requirement and availability shall receive prioritisation once the dates and tasks for Brexit become more defined.
- **Anticipated Completion Date:**
To be determined.
- **Comments:**
As we are currently in the immediate transition period we are still awaiting further understanding and direction.

Project: Spelthorne Leisure Centre

Category: Priority Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
 - New facility with greater capacity to address the leisure needs of the residents of Spelthorne
 - Long term public health of residents
 - New facility addressing leisure needs of residents
 - Greater capacity with broader range of facilities
 - Fit for purpose
 - Future proofing for the growing population
- **Progress Against Milestones:**
 - Last period Key Achievements:-
 - Concluded feasibility work and site review
 - Cabinet Member Presentation – Scheme proposals
 - Cabinet Approval to launch Public Consultation
 - Next period Key Activities:-
 - Public Consultation to run from 28 February to 25 March 2020
- **Identified Risks and Issues:**

CONFIDENTIAL - Reported directly to Development Investment Group on a two weekly basis

Risks:

Issues:
- **Budget Management:**

CONFIDENTIAL - Reported directly to Development Investment Group on a two weekly basis
- **Stakeholder Engagement:**

Regular and on-going information sharing with:-

 - Management team
 - Councillors
 - Residents
 - Design Team

Reported directly to Development Investment Group on a two weekly basis, and monthly updates are made to Cabinet.
- **Resources:**
- **Anticipated Completion Date:**

CONFIDENTIAL
- **Comments:**

CONFIDENTIAL

Project: White House Redevelopment (Phase 1)

Category: Priority Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
 - To provide 27 single living hostel room and 4 studios for 'move on' purposes
 - To provide much needed hostel accommodation for homeless in the Borough
 - To meet the Council's obligations under the Homelessness Reduction Act
- **Progress Against Milestones:**
 - Last period Key Achievements:-
 - Contract with Main Contractor completed
 - 'Pre-Commencement Conditions' information submitted and some conditions discharged
 - Hoarding and initial setting out works underway
 - Next period Key Activities:-
 - Discharge of Planning 'Pre-commencement' conditions
 - Piling to commence 9 March 2020
- **Identified Risks and Issues:**

CONFIDENTIAL - Reported directly to Development Investment Group on a two weekly basis

Risks:

Issues:
- **Budget Management:**

CONFIDENTIAL - Reported directly to Development Investment Group on a two weekly basis
- **Stakeholder Engagement:**

Regular and on-going information sharing with:-

 - Management team
 - Councillors
 - Design Team
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**

CONFIDENTIAL
- **Comments:**

Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: Ceaser Court Redevelopment Phase I

Category: Priority Flagship

RAG Status: Amber

- **Benefits Identified and Anticipated Delivery to Target:**
 - To provide 55 x 1 and 2 bed apartments
 - To provide much needed housing in the Borough
- **Progress Against Milestones:**
 - Last period Key Achievements:-
 - Brickwork and drainage work started early so as to mitigate delay from the steel order/delivery
 - Steelwork erection completed
 - Drainage channels completed
 - Partitioning has begun on ground and first floors
 - Window installation completed to ground, first and second floors
 - Utility trenches dug and water and gas connected
 - Next period Key Activities:-
 - Deck concreting and roof covering
 - Floor beam installation
 - Windows prepared
 - Partitioning to be completed ground, first and second floors
 - First fix to show flats
- **Identified Risks and Issues:**

CONFIDENTIAL - Reported directly to Development Investment Group on a two weekly basis

Risks:

Issues:
- **Budget Management:**

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- **Stakeholder Engagement:**

Regular and on-going information sharing with:-

 - Management team
 - Councillors
 - Design Team

Reported directly to Development Investment Group on a two weekly basis, and monthly updates are made to Cabinet.
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**

CONFIDENTIAL
- **Comments:**

Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: Ceaser Court Redevelopment Phase II

Category: Priority Flagship

RAG Status: Amber

- **Benefits Identified and Anticipated Delivery to Target:**
 - To provide 36 x 1 bedroom, 2 and 3 bedroom apartments plus community space
 - To provide much needed housing in the Borough
- **Progress Against Milestones:**
 - Last period Key Achievements:-
 - Issued Tenders to 3 contractors
 - Next period Key Activities:-
 - Planning determination – targeting submission for April 2020 Planning Committee
 - ‘Mind-Tender’ interviews due on 14 February
 - Completion of ‘Pre-Tender’ enquiries
 - Completion of planning negotiations
- **Identified Risks and Issues:**

CONFIDENTIAL - Reported directly to Development Investment Group on a two weekly basis

Risks:

Issues:
- **Budget Management:**

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- **Stakeholder Engagement:**

Regular and on-going information sharing with:-

 - Management team
 - Councillors
 - Design Team

Reported directly to Development Investment Group on a two weekly basis, and monthly updates are made to Cabinet.
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**

CONFIDENTIAL
- **Comments:**

Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: Waterfront Redevelopment in Staines

Category: Priority Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
 - Regeneration of Staines-upon-Thames waterfront.
- **Progress Against Milestones:**
 - Last period Key Achievements:-
 - First Round of interviews have been conducted.
 - Second Round of interviews have concluded.
 - Next period Key Activities:-
 - Third and Fourth Round of interviews commence – 26 February 2020.
- **Identified Risks and Issues:**

CONFIDENTIAL - Reported directly to Development Investment Group on a two weekly basis

Risks:

Issues:
- **Budget Management:**

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- **Stakeholder Engagement:**

Regular and on-going information sharing with:-

 - Management team
 - Councillors
 - Design Team

Reported directly to Development Investment Group on a two weekly basis, and monthly updates are made to Cabinet.
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**

CONFIDENTIAL
- **Comments:**

Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: Ashford Multi-Storey Car Park (AMSCP)

Category: Priority Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
To provide a development scheme which shall include housing.
- **Progress Against Milestones:**
 - Last period Key Achievements:-
 - Consultations with Ward Councillors.
 - Next period Key Activities:-
 - Progress with Feasibility Study to review viable options so as to inform Local Ward Councillors.
- **Identified Risks and Issues:**
CONFIDENTIAL - Reported directly to Development Investment Group on a two weekly basis
Risks:
Issues:
- **Budget Management:**
CONFIDENTIAL - Reported directly to Development Investment Group on a two weekly basis
- **Stakeholder Engagement:**
Regular and on-going information sharing with:-
 - Management team
 - Councillors
 - Residents
 - Design Team
 - Construction Team

Reported directly to Development Investment Group on a two weekly basis, and monthly updates are made to Cabinet.
- **Resources:**
Asset Management / Property Development
Project Team
Legal
Procurement
Communications
Enforcement
- **Anticipated Completion Date:**
CONFIDENTIAL
- **Comments:**
Reported directly to Development Investment Group on a two weekly basis

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CONFIDENTIAL

Project: Thameside House

Category: Priority Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
 - To provide much needed housing in the Borough
- **Progress Against Milestones:**
 - Last period Key Achievements:-
 - Planning Application submitted – 01st November 2019
 - Waste strategy changed to underground bin storage
 - Registration – week commencing 10 February 2020
 - Next period Key Activities:-
 - Planning determination – target May 2020 Planning Committee.
- **Identified Risks and Issues:**

CONFIDENTIAL - Reported directly to Development Investment Group on a two weekly basis

Risks:

Issues:
- **Budget Management:**

CONFIDENTIAL - Reported directly to Development Investment Group on a two weekly basis
- **Stakeholder Engagement:**

Regular and on-going information sharing with:-

 - Management team
 - Councillors
 - Design Team

Reported directly to Development Investment Group on a two weekly basis, and monthly updates are made to Cabinet.
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**

CONFIDENTIAL
- **Comments:**

Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: Knowle Green Conversion – West Wing

Category: Priority Flagship

RAG Status: Amber

- **Benefits Identified and Anticipated Delivery to Target:**
 - To provide 25 new apartments
 - To provide much needed housing in the Borough
- **Progress Against Milestones:**
 - Last period Key Achievements:-
 - Lift A installation completed.
 - PV installation commenced.
 - Staircase demolition has commenced.
 - Delay to staircase.
 - Next period Key Activities:-
 - Complete roof works including PVs.
 - Removal of 'northern' staircase.
- **Identified Risks and Issues:**

CONFIDENTIAL - Reported directly to Development Investment Group on a two weekly basis

Risks:

Issues:
- **Budget Management:**

CONFIDENTIAL - Reported directly to Development Investment Group on a two weekly basis
- **Stakeholder Engagement:**

Regular and on-going information sharing with:-

 - Management team
 - Councillors
 - Design Team

Reported directly to Development Investment Group on a two weekly basis, and monthly updates are made to Cabinet.
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**

CONFIDENTIAL
- **Comments:**

Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: Ashford Hospital Car Park

Category: Priority Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
 - Proposal to include 115 new homes
 - To provide much need housing in the Borough
- **Progress Against Milestones:**
 - Last period Key Achievements:-
 - Vacant Possession of site obtained from NHS.
 - Main Contract Tender Enquiries answered.
 - Enabling tree works – Completed 4 January 2020
 - Enabling asbestos removal works completed.
 - Next period Key Activities:-
 - Site hoarding to commence 10 February 2020
 - Targeting Planning Committee March 2020
 - Tender Returns – end of March 2020.
- **Identified Risks and Issues:**

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Risks:

Issues:
- **Budget Management:**

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- **Stakeholder Engagement:**

Regular and on-going information sharing with:-

 - Management Team
 - Councillors
 - Design team

Reported directly to Development Investment Group on a two weekly basis, and monthly updates are made to Cabinet.
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**

CONFIDENTIAL
- **Comments:**

Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: Southern Light Railway (SLR)

Category: Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**

The SLR will deliver a light rail route from Staines-upon-Thames to Heathrow airport. It can be delivered in advance of the expansion of the airport to provide a third runway. It will 'join up journeys' and provide a complementary service to that of heavy rail. There would be a connection with the main rail network at Staines –upon-Thames station (to provide a seamless journey from Central, south and west London as well as from the wider south east).

A light rail solution allows for additional stations to provide a new public transport interchange closer to the town centre, as well as a station close to the airport.

The scheme will run alongside an existing railway for part of the route and then immediately to the east of the M25, linking into T5 or the new terminal (and option to then link to CTA, other Terminals, Cargo etc.).

Key benefits include:-

- Connectivity to the airport from the south (including London and wider south east)
- 7 minutes to airport, every 6 minutes
- 24/7 connectivity to the airport for local residents (98% reliability)
- Act as a catalyst for further regeneration of the town centre 'Airport City'
- Park and Ride Parkway to help alleviate traffic closer to Stanwell Moor and Stanwell (Heathrow are proposing 25,000 space car park on the doorstep of these communities)
- Minimises impact on Staines Moor SSSI compared to a heavy rail solution

- **Progress Against Milestones:**

CONFIDENTIAL

- **Identified Risks and Issues:**

CONFIDENTIAL

- Risks:

- Issues:

- **Budget Management:**

CONFIDENTIAL

- **Stakeholder Engagement:**

SBC key delivery partners:

Legal

Procurement

Comms

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Project: Southern Light Railway (SLR) (cont'd.):

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External key delivery partners:

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- **Resources:**

Project Lead Daniel Mouawad

Staff resource Heather Morgan Group Head Regeneration and Growth
Michael Graham, Head of Corporate Governance
Ann Biggs, Strategic Planning Manager

External To be determined.

- **Anticipated Completion Date:**

Project start date Jan 2018

Anticipated completion 2023

- **Comments:**

Reported directly to Development Investment Group on a two weekly basis.

*** New Project ***

CONFIDENTIAL

Project: Harper House Redevelopment

Category: Priority Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
 - To provide 20 units of emergency accommodation.
- **Progress Against Milestones:**
 - Last period Key Achievements:-
 - Bat license obtained.
 - Demolition started.
 - Party wall award completed.
 - Main contract completed.
 - Design Team novated.
 - Next period Key Activities:-
 - Main work starts on site - March 2020.
- **Identified Risks and Issues:**

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Risks:

Issues:
- **Budget Management:**

CONFIDENTIAL - Reported directly to Development Investment Group on a two weekly basis
- **Stakeholder Engagement:**

Regular and on-going information sharing with:-

 - Management Team
 - Councillors
 - Design team

Reported directly to Development Investment Group on a two weekly basis, and monthly updates are made to Cabinet.
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**

CONFIDENTIAL
- **Comments**

As this is a recently initiated project the documentation and updates are still being prepared. Therefore further information shall follow, else any queries can be directed to the Project Office in the first instance, or alternatively the Asset Management Team.

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Project: Oast House

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Category: Priority flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
Provision of much needed housing within the Borough, along with the same of an 'arts space' facility.
- **Progress Against Milestones:**
 - Last period Key Achievements:-
 - Appointment of 'Design Team' – concluded 2019 for mobilise in January 2020.
 - Survey of Listed Building.
 - Next period Key Activities:-
 - Jan/Feb – Parameter Analysis/optimize Feasibility Study.
 - March – Commence design development.
- **Identified Risks and Issues:**
CONFIDENTIAL - Reported directly to Development Investment Group on a two weekly basis
Risks:
Issues:
- **Budget Management:**
CONFIDENTIAL - Reported directly to Development Investment Group on a two weekly basis
- **Stakeholder Engagement:**
Reported directly to Development Investment Group on a two weekly basis, and monthly updates are made to Cabinet.
- **Resources:**

- **Anticipated Completion Date:**
CONFIDENTIAL
- **Comments:**
Reported directly to Development Investment Group on a two weekly basis

Project: Root and Branch Review

Category: Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**

To identify efficiencies and savings wherever feasible and improved processes to ensure the authority delivers its services in the most effective manner for the Council and residents. There are likely to be some 'cashable' savings, but, most are likely to be 'non-cashable'.
- **Progress Against Milestones:**
 - Last period Key Achievements:-
 - End of 'Basic Discovery' – completed to schedule.
 - End of 'Phase 1 Discovery' ("Staff Impacting") – delayed due to capacity and engagement difficulties.
 - End of 'Phase 1 Discovery' ("Customer Impacting") – significantly delayed due to increased detail of discovery and engagement difficulties.
 - End of 'Phase 2 Discovery' – timescales reviewed with 8 month plan (from September 2019) on schedule.
 - Next period Key Activities:-
 - Review of Project (internal) – from late April 2020
 - Presentation of R&B Project (May 2018-April 2020) outputs – in May 2020
 - Proposal for 'Annual Continuous Improvement Function for The Council' – for commencement in June 2020.
- **Identified Risks and Issues:**

Risks:

 1. **Lack of Officer resource in R&B Project:-** Likelihood 4 x Impact 5 = **Risk Score: 20**
 2. **Difficulty engaging with Staff:-** Likelihood 4 x Impact 5 = **Risk Score: 20**
 3. **Difficulty with Staff not being 'open':-** Likelihood 3 x Impact 4 = **Risk Score: 12**
 4. **Resistance to change/'Silo' working:-** Likelihood 3 x Impact 4 = **Risk Score: 12**
 5. **Loss of project focus due to breadth of task:-** Likelihood 3 x Impact 4 = **Risk Score: 12**
 6. **Outputs are insufficient for MAT/Cabinet:-** Likelihood 3 x Impact 4 = **Risk Score: 12**

Issues:
None offered.
- **Budget Management:**

Projects coming out of Root and Branch being costed and delivery plan being constructed to identify priority areas and any invest to save growth items which provide opportunities for efficiency savings.
- **Stakeholder Engagement:**

Regular and on-going meetings with:-

 - Staff team and individual level
 - Management Team and Group Heads

Project: Root and Branch Review (cont'd:)

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- Communication developed and issued on Spelnet together with IT tips - monthly updates on both IT tips and root and branch ideas and successes.
- **Resources:**
 - Delivery:

Business analyst for ICT started April and workload high. Resourcing – recruitment progressing to bring the Team numbers back to strength.
 - Post-delivery / Implementation:

Once have implementation plans likely to involve ICT solutions – availability of resource across the organisation likely to be a significant risk.
- **Anticipated Completion Date:**

End of April 2020.
- **Comments:**

Project: Office 365 Upgrade

Category: Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**

The current Microsoft product is being replaced with the Office 365 product.
As Office 365 is a hosted product, the training programme, along with the actual roll-out, shall prove to be 'significant'.
- **Progress Against Milestones:**
 - Work has commenced with '3C' to set up 'Exchange' online.
 - One Test Box has been moved and is functioning successfully.
 - Voicemail has also been set up online and is working for the 'Test User'.
 - Work continues with Egress and Mailsafe to get their products working with our Office 365 environment before moving live users.
 - We hope to start moving users in the New Year. One issue is that
 - Most of ICT have Office 365 installed and are doing some testing on it's use (not a formal testing programme yet)
 - Requirement to recruit temporary Staff to assist with the remaining elements of the project – Skype for Business, Teams, SharePoint – cultural change etc.
- **Identified Risks and Issues:**

Risks:
Resource to deliver.

Issues:
Staff still on Exchange 2016 will need to log into Office 365 to see the calendars of those migrated, so we will be looking to move users across fairly quickly once the process has begun.
- **Budget Management:**
 - Budget requirement has been identified in time for 20/21 bids.
 - The 'Corporate Document Management Capital Budget is being used for this project and shall need to be 'Carried Forward'.
- **Stakeholder Engagement:**
- **Resources:**

Need trainers to be identified and in place when roll out commences – increasing ICT Staff numbers should assist with this.
- **Anticipated Completion Date:**

2020 and fully operational by 2021.
- **Comments:**

Project: Heathrow Launch Pad (Incubator)

Category: Flagship

RAG Status: Red

- **Benefits Identified and Anticipated Delivery to Target:**
 - The anticipated project completion date of September 2019 has not been realised due to ongoing issues with finalising a suitable location.
 - Following the council's purchase of the Summit Centre at Sunbury Cross it is now hoped that the incubator project will be housed in the lower ground floor area. Once finalised there will be the need for some minor alterations to the functional layout.
 - Although progress has been slower than envisaged it has provided time to research other incubator models and the introduction to CoTribe, who remain committed to the project.
- **Progress Against Milestones:**
 - Costings will need to be revisited once the venue is finalised.
- **Identified Risks and Issues:**

Risks:
The main risk to this project has been the change of locations, there have been 8 different locations identified for the incubator to date. However it is preferable to occupy premises owned by the Council rather than renting externally.

Issues:
- **Budget Management:**

Budget of £150K has been ring-fenced to cover initial life of the project from the business rate retention pilot.
- **Stakeholder Engagement:**

Stakeholders have been kept up to date. Plans are in place to introduce key stakeholders to the space to ensure commitment to support the project. Meetings have taken place with both SETSquared (a global business incubator and accelerator) based at Surrey University and the Royal Holloway University to pick up on previous discussions.

Internally, meetings and conversations have taken place with:

 - ICT – who have provided a proposal for the installation and management of the ICT.
 - Asset Management who can assist with the preparations of the location to make it fit for purpose
 - Legal Services – who are managing the current negotiations with the Landlord.
 - Communications – who have been briefed to prepare a Communications plan.
- **Resources:**
- All resources have been identified and no issues are anticipated. The final plans cannot be drafted until we have access to the building and so full resource requirements are unclear. However, as previously stated, much work has been carried out previously when preparing for other locations, so a significant amount of knowledge has been built up, as well as contacts.
- **Anticipated Completion Date:**
- Accessing and renting a space/building is key to the success of the incubator. Subject to no major delays with the finalising of the purchase of the building it is hoped that occupancy will take place in April 2020 in order for a time frame of September 2020 if not before, to be achieved.

Project: Heathrow Launch Pad (Incubator) (cont'd:)

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- **Comments:**

- **The project had been given a 'Red' status due to:**

- Deadlines for milestones have been missed as the location for the incubator was withdrawn at a several separate locations. As soon as the an occupancy date is agreed, a delivery date will be confirmed but is expected to be no later than September 2020.
 - The project was in Red due to missing the deadlines, but now the deadline has now been re-set due to unforeseen circumstances.

Project: Fordbridge Day Centre (Extension)

Category: Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
Additional floor space for use by the Centre's visitors.
- **Progress Against Milestones:**
 - Last period Key Achievements:-
 - Planning Application approved – 5 February 2020
 - Design received.
 - Next period Key Activities:-
 - Prepare and complete Tender Specification.
 - Tenders return and review.
- **Identified Risks and Issues:**

Risks:

 1. **Build cost inflation considerations:-** Likelihood 3 x Impact 3 = **Risk Score: 9**

Issues:

 1. Need to agree pedestrian access layout with highways officer.
 2. Full structural drawings not yet produced ~ which shall delay tendering the project.
- **Budget Management:**

Item	Amount	Date and Comments
Approved Budget	£130k	
Actual Spend to Date	£5.449k	
Projected Spend		
Variance From Agreed Budget	£124.551k	Unspent

- **Stakeholder Engagement:**
Regular and on-going information sharing with:-
 - Management Team
 - Councillors
 - Design team
 - Contractors
 - Day Centre manager
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**
June 2020 – subject to Planning timelines
- **Comments:**

Project: General Data Protection Regulation (GDPR) Steps to Compliance

Category: High

RAG Status: Red

- **Benefits Identified and Anticipated Delivery to Target:**

To achieve compliance and avoid risks.

- **Progress Against Milestones:**

Many services have failed to meet the deadlines in the DP Compliance Plan for Services.

- **Identified Risks and Issues:**

Risks:

1. **IC fine following non-compliance:-** Likelihood: 3 x Impact: 5 = **Risk Score: 15**
2. **Further compensation claims following non-compliance:-** Likelihood: 4 x Impact: 5 = **Risk Score: 20**
3. **Reputational damage following non-compliance:-** Likelihood: 4 x Impact: 5 = **Risk Score: 20**
4. **Loss of Public confidence following non-compliance:-** Likelihood: 4 x Impact: 5 = **Risk Score: 20**

Issues:

1. Non-compliance with data protection legislation. Increased risk from 25 May 2018 when GDPR became enforceable.
2. Compensation claims following non-compliance.
3. Lack of engagement by many staff.
4. Despite support by MAT+ of the DP compliance plan for services; the original deadlines were not met and continue not to be met (despite reassurances at MAT+).
5. Failure of some staff to attend meetings.
6. Failure of some staff to complete work identified in Information Asset Register meetings.
7. Failure of many managers to comply with timelines for Data Protection Compliance Plan for services.

- **Budget Management:**

No budget.

- **Stakeholder Engagement:**

Regular and on-going information sharing with MAT+. Data protection compliance plan for services supported by MAT+.

- **Resources:**

All departments/staff who process personal data are involved however many staff view data protection as an “add on”. There are numerous flows of personal data into and out of the council across many services. Demonstrating compliance with the GDPR is only one of its manually-intensive requirements which has a significant impact on all departments. Some services have moved staff from other tasks in order to concentrate on data protection.

- **Anticipated Completion Date:**

It is difficult to anticipate a completion date. MAT+ agreed that the Compliance Plan for services is a priority.

Project: General Data Protection Regulation (GDPR) Steps to Compliance (cont'd:)

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- **Comments:**

Current status of the project: significantly behind schedule.

In November 2019 a German company received the first GDPR fine triggered by their non-compliance with data retention apparently due to their use of a software system that did not automatically delete obsolete information.

The case is important because there was no misuse of actual data but a breach of admin obligations under GDPR. Many SBC services are not complying with their retention periods, even in those areas that have software systems that are capable of deleting personal information that is outside of its retention period.

Project: Electronic Document and Records Management System (EDRMS)

Category: High

RAG Status: Green

• **Benefits Identified and Anticipated Delivery to Target:**

The main benefits of EDRMS are:

- Document security rules advised, implemented and adhered to (public and sensitive)
- Easier retrieval and linking of documentation
- Effective management of documents in relation to retention and destruction
- Reduction in paper usage and storage facilities
- Meeting GDPR requirements

Departments currently benefitting the most from the service:

- Building Control
- Planning
- Environmental Health
- Some work in relation to assets also undertaken

• **Progress Against Milestones:**

- Last period Key Achievements:-
 - Planning DM, Building Control, Leisure Services, Licencing and Pollution file scanning continues.
 - Knowledge sharing with Office Services has commenced, with relevant training being conducted.
 - Cemetery, Internment Forms, SPAN Alarm forms and DFG have all started in February 2020.
 - Planning Application submitted.
- Next period Key Activities:-
 - Continue with scanning requirements.

• **Identified Risks and Issues:**

Risks:

1. **Originals are destroyed before scanning:-** Likelihood: 3 x Impact: 4 = **Risk Score: 12**
2. **Data quality and retrieval time concerns:-** Likelihood: 2 x Impact: 5 = **Risk Score: 10**

Issues:

1. Space concerns – files and filing cabinets.
2. Data retrieval.
3. Data retrieval for FOI requirements.
4. Resource availability/priority of work.

• **Budget Management:**

Item	Amount	Date and Comments
Approved Budget	£61,200	
Actual Spend to Date	£13,284	
Projected Spend	£60,000	
Variance From Agreed Budget	TBA	Variance as a percentage (%)

Stakeholder Engagement:

Discussed at MAT, so the Group Heads are aware.

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Project: Electronic Data Resource Management System (EDRMS) (cont'd)

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- **Resources:**
One Team Member is now assisting with Planning DM projects.
- **Anticipated Completion Date:**
Required actions and volume terms to be discussed on an on-going basis until all services requiring back scanning are project scoped.
- **Comments:**
 - Review of longer term scanning strategy [autumn/winter 2019/20](#)
 - Currently fully evaluating amount of material to be scanned with retention times allocated – if start with recent material may be able to remove and destroy older material as it goes past the retention period. Retention periods widely differ between departments from 6/7 years to indefinitely so each section will need to be evaluated separately.
 - The Council has a number of document management systems and need to evaluate whether those we have or a new one is the best long term solution for the Council.
 - The systems available do not easily ‘talk’ to each other, so which ever route new system focus on one, or two, will involve some expense.
 - It is likely Sharepoint will be utilised once Office 365 is implemented as it comes as part of the package. This will be a new version of Sharepoint as the current version becomes unsupported by 2020.

Project: Corporate Hybrid Printing

Category: High

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
Project hopes to deliver real, and substantial, savings in the Authority's printing, postage and advertising expenditure plus time efficiencies whereby staff will not have to "stuff" envelopes. Once the contract is in place be more effective in measuring outputs
- **Progress Against Milestones:**
 - Last period Key Achievements:-
 - Agreement reached to seek a short term contract with a single supplier so as to glean additional information for the longer term service.
 - Business Case signed-off by Project Sponsor.
 - Project Plan seeks to commence with the Live/Pilot service by Summer 2020.
 - Next period Key Activities:-
 - Specification document to seek Procurement sign-off.
 - Seek MAT approval to progress.
- **Identified Risks and Issues:**
Risks: Resource availability to deliver.
Issues: Obtaining all relevant data from services
- **Budget Management:**
To be advised.
- **Stakeholder Engagement:**
'Key Delivery Partners'
 - Legal / Procurement
 - ICT
 - Communications
 - Finance
 - Customer Services and Elections
- **Resources:**
Project managers allocated and taking forward with procurement staff.
- **Anticipated Completion Date:**
June 2020.
- **Comments:**

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**Project: Rent Management and Homelessness System Replacement Project –
Integra and CIVICA**

Category: High

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
 - Replacement of the client recording element of the Emergency Accommodation (Bed and Breakfast placements) monitoring system which is no longer fit for purpose and no longer supported, allowing for it to be decommissioned.
 - Replacement of the current Rent Assure Scheme (SRA) management processes (mainly spreadsheets) by a system developed within Civica to record and monitor all aspects of the 'people' (Landlord and tenant) element of the scheme in a more structured way.
 - Development and Roll out of an overnight interface between Locata (Housing management system) and Civica to automatically replicate/ update customer information entered into Locata within Civica hence negating the need to create customers and stop double entry in both systems. Also minimises risk of errors.
 - Introduction of a weekly interface between Integra and Academy Housing Benefits system to update client payments status
 - Development of a system of recording both B&B and SRA payments on Integra to include monitoring of rent account status and a series of debt management letters generated based on non-payment of rent.
 - Benefits include :
 - the improved ability to monitor and manage placements into accommodation in both areas;
 - the mitigation of risks around the software used being unfit for purpose or difficult to navigate;
 - negates the need to double enter financial information in 2 systems and the potential of errors occurring during this process;
 - better transparency and continuity between the Civica and Integra data held.

- **Progress Against Milestones:**

A revised timeline project plan was produced in September 2019 amalgamating the two projects. Target dates are to start parallel running in December and go live in Feb 2020. Milestone dates have been issued to the Project Board and development team.

On track to deliver the Homelessness System replacement by the end of March 2020.

**Project: Rent Management and Homelessness System Replacement Project –
Integra and CIVICA (cont'd:)**

Milestone	Owner	Due
Complete data cleansing on B&B (incl. write off/refunds)	ES	End October
Develop script and upload cleansed data to SL	JH	End Nov
Update current B&B system with cleansed data	ES	End Nov
Test and sign off e-form development	ES	End October
Develop scripts to generate escalation letters in SL	JH	Mid Nov
Agree operating procedures for parallel running financial elements	ES/JH	End Nov
Agree and develop suite of monitoring reports and alerts	ES/JH	End Nov
Start Parallel Running	ES/JH	Start Dec
SOFT Go Live		Start Feb
CIVICA		
Set up Civica with all properties and clients	LSF	Complete
Complete B&B letter templates on Civica	LSF	End Nov
Map and agree Civica & Locata processes	LSF	End Nov
Start Parallel Running	ES/JH	Start Dec
SOFT Go Live		Start Feb

• **Identified Risks and Issues:**

Risks:

1. **Reconciliation of Integra and B&B systems for parallel running:-** Likelihood 3 x Impact 4 = **Risk Score: 12**
2. **All element being ready on time for parallel running:-** Likelihood 3 x Impact 3 = **Risk Score: 9**
3. **Resource availability to deliver project requirements:-** Likelihood 4 x Impact 4 = **Risk Score: 16**

Issues:

None recorded.

**Project: Rent Management and Homelessness System Replacement Project –
Integra and CIVICA (cont'd: -)**

- **Budget Management:**

Project on budget. There have been no change control items affecting costs. To date all of the known costs have been paid. There is no residual budget for this project.

Item	Amount	Date and Comments
Approved Budget	£22.5K	
Actual Spend to Date	£22.5K	Budget spent
Projected Spend		
Variance From Agreed Budget		0%

Civica module – cost £17.5K, (Paid)

Locata interface development cost £7.5K (Paid)

Ad hoc expenses for training - £500 (Paid)

Integra development work – FOC – Sourced internally

- **Stakeholder Engagement:**

Regular fortnightly development sub team meetings are scheduled for the duration of the project. Monthly Project Board meetings are also scheduled. Both meetings include representatives from Housing, Finance, and ICT. In addition the head of Commissioning and Transformation attends the project board meetings.

Legal, Procurement and Comms have no input into the delivery of this project at this point in time.

Updates have been provided to staff through team meetings and training sessions.

- **Resources:**

Additional resource to help Housing in the delivery of the project has been agreed. A resource from Finance has been identified to work alongside Housing until the end of the year for 2 days per week and an additional temporary resource is due to be recruited to assist with the financial administration tasks.

- **Anticipated Completion Date:**

Full roll out of the project is anticipated to be by the end of the 2019/20 financial year.

- **Comments:**

Project: Large Scale Voluntary Transfer (LSVT) Update

Category: High

RAG Status: Amber

- **Benefits Identified and Anticipated Delivery to Target:**
Changes needed to the current LSVT ensure a legal basis for ongoing increased supply of former Airways Housing Units and any new builds since LSVT date.
- **Progress Against Milestones:**
LSVT changes have been agreed in principle with A2D and with both organisations. Legal teams to finalise. Legal requested to follow up in November and December
- **Identified Risks and Issues:**
Risks:
Failure to update the LSVT may disadvantage Spelthorne with reference to Housing nominations from A2Dominion ongoing.
Issues:
- **Budget Management:**
There is no cost associated with the project to update the LSVT agreement. Ongoing 'Legal Services' costs.
- **Stakeholder Engagement:**
A2D are the main stakeholders. They are fully engaged with the process.
- **Resources:**
There is still some legal input from both sides to progress the LSVT and the Search Moves contracts. Spelthorne Legal Services are actively chasing.
- **Anticipated Completion Date:**
February 2020
- **Comments:**
Please note this was agreed some years ago. The issues in principle have been agreed between the two parties, however the legal teams (A2D and SBC) need to finalise.
This is taking a long time and we are over time.

Project: Replacement of Mitel/LiquidVoice Phone Systems

Category: High

RAG Status: Amber

- **Benefits Identified and Anticipated Delivery to Target:**
Provide better customer experience allow for 1 number and automatic routing to departments. Integrated email routing facility. Customer service skilling and in built CRM history. Allow for add on such as live chat. Give Customer Services Greater control on managing front end options. Allow for phone calls to be routed for home working.
- **Progress Against Milestones:**
Project has been restarted following procurement process being taken over by Legal Services meaning the tender process shall have to be re-initiated. Specification has been agreed and site visits have been undertaken band costing received. Integration with existing systems has been confirmed.
Went to Tender on 15th August 2019.
6 bidders were confirmed – after scoring shortlist of 3 were invited to interview stage on 12th November.
Award letter sent to Netcall on the 21st November
- **Identified Risks and Issues:**
Risks:
Disaster Recovery considerations to be fully understood and risks mitigated.
Issues:
- **Budget Management:**
Expenditure is anticipated to be in the £50,000 - £90,000 range as the ultimate delivery shall be dependent upon our module selection/use it is anticipated that a phased install will allow for costs to be spread.
- **Stakeholder Engagement:**
ICT, Customer Relations, Procurement/Legal and the various service lines as necessary.
- **Resources:**
ICT (delivery) and general Staff for training.
- **Anticipated Completion Date:**
End of 2019 / early 2020 though this shall be very much dependent upon resource availability during the delivery phase.
- **Comments:**
The telephony comes with a CRM (Customer Relations Management) system, and it may lead to the discontinuation of the Civica version which will be evaluated prior to implementation.

Contract negotiations are ongoing.

Project: Enforcement Agents

Category: High

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
- **Progress Against Milestones:**
Commenced June 2019.
Discussions are underway with Procurement and Legal as to a one year 'collaboration' trial period in advance of a potential 'Joint Venture agreement.
Provision of an 'in-house' enforcement service is to be considered alongside the option/potential to extend that service Surrey-wide.
- **Identified Risks and Issues:**
Risks:
Issues:
- **Budget Management:**
- **Stakeholder Engagement:**
- **Resources:**
- **Anticipated Completion Date:**
To be declared.
- **Comments:**
Joint Venture considerations currently being pursued.

Project: Knowle Green Works/Project Claude

Category: High

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
To provide modern and fit-for-purpose facilities by conducting the:-
 - Refurbishment of WCs and showers
 - Creation of new disabled toilets and showers
 - Refurbishment of the Social Club and kitchen
- **Progress Against Milestones:**
 - Last period Key Achievements:-
 - Delayed appointment of contractor and delayed start on site.
 - Next period Key Activities:-
 - Tender Review and appointments for kitchenette, toilets and washrooms.
 - Design review for the Social Club
- **Identified Risks and Issues:**
Risks:
 1. **Contractor timeframe problems:-** Likelihood 3 x Impact 3 = **Risk Score: 9**
 2. **Design Approval:-** Likelihood 3 x Impact 4 = **Risk Score: 12**
 3. **Staff inconvenience:-** Likelihood 5 x Impact 3 = **Risk Score: 15**Issues:
 1. Management's approval of budget for Social Club works.
- **Budget Management:**

Item	Amount	Date and Comments
Approved Budget	£184,000	
Actual Spend to Date		
Projected Spend		
Variance From Agreed Budget		

The £184k figure is for the toilet refurbishments only. The work for the Social Club is to be tendered separately.

- **Stakeholder Engagement:**
Plan in place and being progressed.
- **Resources:**
- **Anticipated Completion Date:**
Summer 2020
- **Comments:**

Project: Laleham Park Pavilion

Category: High

RAG Status: Red

- **Benefits Identified and Anticipated Delivery to Target:**
 - To provide seasonal catering facility and reduce Health & Safety risks by the demolition of a redundant pavilion building
 - Provision of new toilet facilities.
- **Progress Against Milestones:**
 - Last period Key Achievements:-
 - Delay in Planning submission, due to presence of bats identified.
 - Planning Determination – October 2019.
 - Next period Key Activities:-
 - Obtaining planning consent, to then enable the application of the European Protected Species License.
 - Tender of Contracts.

- **Identified Risks and Issues:**

Confidential

Risks:

Issues:

- **Budget Management:**

Item	Amount	Date and Comments
Approved Budget	£250K	
Actual Spend to Date	£25K	
Projected Spend		
Variance From Agreed Budget		Possible early overspend on Architect fees due to reappointment

- **Stakeholder Engagement:**

Regular and on-going information sharing with:-

 - Management Team
 - Councillors
 - Design team
 - Contractors
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**

May 2020 – subject to Protected Species license issue.
- **Comments:**

Anticipated completion date is subject to Planning and Ecology surveys being processed as quickly as possible.

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Project: Staines Jetty

Category: High

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**

To provide jetty facilities at a key strategic point upon the River Thames within the Borough. Activity to help deliver the long desired aim to make more of the River Thames as one of Spelthorne's key assets, to encourage visitors and support the visitor economy
- **Progress Against Milestones:**
 - Last period Key Achievements:-
 - Contractor appointed.
 - Consent obtained from the EA for an 'Accommodation Licence'.
 - Planning Application submitted
 - The Planning Department have requested that several issues be addressed.
 - To go before the March 2020 Planning Committee.
 - Next period Key Activities:-
 - Progress ecological assessment – in relation to plant and water-life.
 - Submit Planning Application – early January 2020.
- **Identified Risks and Issues:**
 - Risks:
 1. Realistic management of expectations (dates). This has now been addressed with a new date which there is every confidence that it will be achieved on or before that date. The major risk to the timescale is the possibility of prolonged inclement weather where the river is flooding. A plan of realistic timescales for delivery of this project has been developed and agreed with the contractor. Slippage should only occur if the winter weather is very wet and river levels are too high to carry out construction of the jetty
 2. The cost of the project is likely to increase by a few thousand pounds due to the ecological inspections, architect drawings of the site and to build a gate for the jetty that was not included in the original contract. However, additional funding has been identified via Neighbourhood Services.
 - Issues:
 1. Difficulties experienced whilst identifying skill set requirements, of local businesses, to conduct the necessary work. Limited availability of suitable local providers for this type of work. This is no longer an issue as the contract has been awarded and signed.
- **Budget Management:**

The River Thames Task Group, chaired by Cllr Leighton have been awarded £25k by the Leader to promote the river. This is the funding which would be used for this project. Meetings have been held with the contractor and the expectation is that this £25k funding will meet the design and build costs.
- **Stakeholder Engagement:**

Councillors
MAT
Legal
Procurement
Environment Agency

Project: Staines Jetty (cont'd:)

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- **Resources:**
River Thames Task Group
Economic Development Manager
Neighbourhood Services
- **Anticipated Completion Date:**
The physical construction of the jetty is underway and this project is on course for a grand opening on 3rd April.
- **Comments:**
The River Thames Task Group meets on a regular basis and members of the group will be updated accordingly.

Project: Payment Allocation

Category: Medium

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
- **Progress Against Milestones:**
 - Last period Key Achievements:-
 - Summary of Findings and Recommendation has been written.
 - Website improvements have been made ~ Capita changes are underway.
 - Improvements have been made to Invoice and Invoice timings.
 - Next period Key Activities:-
 - Obtain the response to the Summary
- **Identified Risks and Issues:**
 - Risks:
 - Issues:
- **Budget Management:**
- **Stakeholder Engagement:**
- **Resources:**
- **Anticipated Completion Date:**
- **Comments:**

This project may close due to other priorities..

Project: Main Reception Kiosk Install

Category: Medium

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
To provide electronic access to SBC's service for Members of the Public whilst attending in Main Reception at Knowle Green.
- **Progress Against Milestones:**
 - Last period Key Achievements:-
 - Commenced 'Tender Process' – quotes from three companies.
- **Identified Risks and Issues:**
Risks:
Issues:
- **Budget Management:**

Item	Amount	Date and Comments
Approved Budget	£12K	
Actual Spend to Date	£0	
Projected Spend	£12k	
Variance From Agreed Budget		0%

- **Stakeholder Engagement:**
- **Resources:**
- **Anticipated Completion Date:**
March 2020
- **Comments:**

Project: CIVICA Migration to SQL Server

Category: Medium

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
- **Progress Against Milestones:**
 - Last period Key Achievements:-
 - Allocated space on the new server to receive the migrated data.
 - Next period Key Activities:-
 - Contact CIVICA to start migration work.
 - Ongoing monitoring of data migration.
- **Identified Risks and Issues:**
 - Risks:
 - Issues:
- **Budget Management:**

No information supplied.
- **Stakeholder Engagement:**

Plan to be prepared and implemented.
- **Resources:**
- **Anticipated Completion Date:**
- **Comments:**

Project: Academy to 2012 / Ingres Upgrade

Category: Medium

RAG Status: Red

- **Benefits Identified and Anticipated Delivery to Target:**
- **Progress Against Milestones:**
 - Last period Key Achievements:-
 - Capita completed work to migrate the servers in Test
 - Testing carried out by ICT and System Administrators.
 - Migration work completed – weekend of 30 November 2019.
 - All scripts, integrations, printers and client machines updated.
 - Next period Key Activities:-
 - Complete project.
- **Identified Risks and Issues:**
 - Risks:
 - Issues:
- **Budget Management:**

No information supplied.
- **Stakeholder Engagement:**

Plan to be prepared and implemented.
- **Resources:**
- **Anticipated Completion Date:**
- **Comments:**

Academy Migration to 2012 complete, however, Capita have not yet released the 'Ingres' upgrade, so the delivery is postponed.

Project: UNIFORM Disposal Module

Category: Medium

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
- **Progress Against Milestones:**
 - Last period Key Achievements:-
 - Rule Creation and Testing by Environmental Health
 - Building Control - Test rule setup – awaiting feedback from dept.
 - Estates Management - Test rule setup – awaiting feedback from dept.
 - Street Naming & Numbering - Test rule setup – awaiting feedback from dept.
 - Planning - Test rule setup – awaiting feedback from dept.
 - Licensing - Test rule setup – awaiting feedback from dept.
 - Housing - Test rule setup – awaiting feedback from dept.
 - Next period Key Activities:-
- **Identified Risks and Issues:**

Risks:

 1. **Non take up by Departments:-** Likelihood 4 x Impact 4 = **Risk Score: 16**

Issues:

 1. **Non take up by Departments.**
- **Budget Management:**

Item	Amount	Date and Comments
Approved Budget	£1k	
Actual Spend to Date	£750	
Projected Spend		
Variance From Agreed Budget		

- **Stakeholder Engagement:**
- **Resources:**
- **Anticipated Completion Date:**
- **Comments:**

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Project: 2008 R2 Upgrades to 2016

Category: Medium

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
- **Progress Against Milestones:**
- **Identified Risks and Issues:**
 - Risks:
 - Issues:
- **Budget Management:**
- **Stakeholder Engagement:**
- **Resources:**
- **Anticipated Completion Date:**

Completed – except for Sharepoint which shall be progressed as part of the Office365 project.
- **Comments:**

Project: Property Management Software

Category: Medium

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**

The Property Management Software is essential for the effective management of the Council's assets.
- **Progress Against Milestones:**
 - Last period Key Achievements:-
 - Data entry:-
 - All properties
 - Property types
 - Property unit codes
 - Leases:-
 - Investment property entries continue
 - Municipal properties are about 50% entered via MOJO (Bluebox front-end).
 - E-Discussions with Dwellant about this product – implementation now on hold.
 - Technical training day completed.
 - Property Manager providing 'quality assurance'.
 - Next period Key Activities:-
 - Bank account decision to be made – wish appropriate signatories.
 - Dwellant implementation and training.
 - Continue with 'quality assurance'.
- **Identified Risks and Issues:**

Risks:

 1. **GDPR data considerations:-** Likelihood: 1 x Impact: 5= **Risk Score: 5**

Issues:

 1. E-mail considerations.
 2. Bank Account concerns/considerations.
 3. Interface with Integra requirement.
 4. Lack of clarity as to roles and responsibilities.
 5. GDPR privacy requirement in contract.
 6. Lack of resource/capacity/availability.
 7. Lack of skillset (ICT) – for Test Plans.
 8. Lack of skillset (general technical).
 9. No parallel running opportunities.
 10. Data Loss.
 11. System integrity – confidence within Finance/Sales Ledger.
 12. Process concerns.

Project: Property Management Software (cont'd:)

- **Budget Management:**

Item	Amount	Date and Comments
Approved Budget	£226k	over 4 years including initial consultancy
Actual Spend to Date		
Projected Spend		
Variance From Agreed Budget		

- **Stakeholder Engagement:**

The following departments have all been consulted in drafting the Business Requirements Document; ICT, Legal, Finance and Audit.
Fortnightly meetings are conducted.

- **Resources:**

- Fully resourced.

- **Anticipated Completion Date:**

September to December for uploading and migrating the data. Objective to run a rent raising exercise for the February month's rent charges and Go Live on 1st April 2020.

- **Comments:**

Project: Land Registry – LA Migration

Category: Medium

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
- **Progress Against Milestones:**
- **Identified Risks and Issues:**
 - Risks:
 - Issues:
- **Budget Management:**
- **Stakeholder Engagement:**
- **Resources:**
- **Anticipated Completion Date:**
- **Comments:**

Project: Standardisation of Customer Forms

Category: Service

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
 - The forms shall have a ‘standard look and feel’
 - The information gleaned shall be current and relevant
 - Version control shall be incorporated – including timestamps
 - A central repository shall hold the completed forms
 - The forms which are converted into E-Forms will improve the ‘customer journey’ and reduce errors in data collection
- **Progress Against Milestones:**
 - Last period Key Achievements:-
 - 3 x Business Rates forms updated.
 - All updated forms published to customer website in a ‘downloadable’ format.
 - 2 x E-forms developed by ICT and have been approved by the Business Rates Manager.
 - Next period Key Activities:-
 - Continuation of review, development and updating of Customer Service forms and converting them into E-Forms.

- **Identified Risks and Issues:**

Risks:

1. **Teams availability:-** Likelihood: 5 x Impact: 2= **Risk Score: 10**
Mitigation:- Commence work with other Teams who are available
2. **Development time slippage:-** Likelihood: 4 x Impact: 4 = **Risk Score: 16**
Mitigation:- Ensure work with available Team/s continue to mitigate for lost time
3. **Legislation considerations:-** Likelihood: 3 x Impact: 2 = **Risk Score: 6**
4. **Variance/increase in number of forms causing increase in project delivery timescale/s:-** Likelihood: 3 x Impact: 3 = **Risk Score: 9**
5. **Corporate decision to use an alternative solution: -** Likelihood 3 x Impact 5 = **Risk Score: 15**

Issues:

None identified

- **Budget Management:**

Item	Amount	Date and Comments
Approved Budget	£12,500	
Actual Spend to Date	£450	
Projected Spend		
Variance From Agreed Budget	0%	

- **Stakeholder Engagement:**
Communication Plan in place and being followed.
- **Resources:**
- **Anticipated Completion Date:**
- **Comments:**

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Project: E-Form for Project Documentation

Category: Service

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
To deliver a more streamlined and 'user friendly' approach to gleaning and gathering data with the introduction of a more automated process.
- **Progress Against Milestones:**
 - Last Period Key Achievements:-
 - Introduction of the 'Project Initiation Documentation and Highlight Report' xls document.
 - Next Period Key Activities:-
 - To build on the documentation requirements and incorporate them into a structure which can be supported by the E-form mechanisms.
- **Identified Risks and Issues:**
Risks:
Issues:
- **Budget Management:**
No budget associations.
- **Stakeholder Engagement:**
Ongoing and in consultation with the Group Heads as processes are being rolled out.
- **Resources:**
ICT
- **Anticipated Completion Date:**
Spring 2020.
- **Comments:**

***** New Project *****

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Project: Revamp of Intranet (Spelnet)

Category: Service

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
- **Progress Against Milestones:**
- **Identified Risks and Issues:**
 - Risks:
 - Issues:
- **Budget Management:**
- **Stakeholder Engagement:**
- **Resources:**
- **Anticipated Completion Date:**
- **Comments:**

Meeting in March with iGoss (Supplier) shall determine delivery dates.

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Project: Multi-use Bins in Parks

Category: Service

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
 - Potentially an annual saving due to a change in supplier
 - Staff time for other duties increased due to less bins to service
 - No loss of facilities for members of the public using the parks
 - Less “Clutter “ in parks with duplicated furniture
 - The level of dog bag usage is significantly reduced
- **Progress Against Milestones:**
 - Lammas Park trial – Complete
 - Plan developed for parks across the borough
 - Installation of bins and signage has commenced at the first park (Littleton)
 - Survey work complete at 9 sites
- **Identified Risks and Issues:**
None currently identified.
Risks:
Issues:
- **Budget Management:**
Figures to be provided for next report.
- **Stakeholder Engagement:**
Key Delivery Partners (ICT, Legal Services, Procurement and Communications) have been consulted with involvement of only the Communications Team being deemed as being required for delivery of this project.
- **Resources:**
 - Installation of new furniture and removal of redundant bins will be undertaken by in house staff.
 - Cost of external contractor to carry out this work was found to be excessive.
- **Start and Anticipated Dates:**

Started	To Commence	Completed
Woodthorpe Rd. Rec. – Mar. '19*	Studios Rd.	Lammas Park – Nov. '18
Stanwell Moor Rec. – Mar. '19*	Splash Meadow	Littleton Rec. – Feb. '19*
Shepperton Rec. – Mar. '19*	Groveley Rec.	
Staines Park – Mar. '19*	Alexandra Rd. Rec.	
Bishop Duppas Park – Mar. '19*	Kenyngton Manor Rec.	
Russell Rd. – Mar. '19*	Nuthatch Close	
Long Lane – Mar. '19*	Russell Rd.	
Feltham Hill Rd. Rec. – Mar. '19*	Greenfield Rec.	
Woodlands Parade – Mar. '19*	Manor Park	
	Clockhouse Rec.	
	Fordbridge Park	

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	Fordbridge North	
	Moormede	
	Halliford Green (by Goat)	
	Cedars Rec.	
	Sunbury Park	
	Rivermead Island	
	Lower Hampton Rd.	
	Flowerpot Green	
	Old Bathing Station	
	Halliford Park	
	Donkey Meadow	
	Littleton Green	
	Manor Farm Avenue	
	Woodthorpe Rec.	
	Hetherington Rec.	
	Catlin Crescent	
	Hengrove Rec.	
	Village Park	
	Staines Riverside	
	Birch Green	

Nb. Sites marked with an asterisk (*) are those which have undergone surveys.

- **Comments:**
 - Following the trial at Lammas Park, there has been no negative feedback received.
 - Survey work has been completed at the first 9 sites on the list
 - Orders placed for new furniture
 - Bases completed at Littleton, awaiting delivery of bins
 - Littleton Rec now completed.
 - We have no dedicated budget for the installation of new furniture and are reliant on staff carrying out this on overtime.
 - Other pressures have resulted in a delay in carrying out this work.
 - We have now sourced quotations from external contractors to carry out this work.
 - We are using the most advantageous of quotes received.
 - Anticipate completion of Long Lane Rec and Woodthorpe Rec by mid-September.

Project: Wetland Habitat Project

Category: Service

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
 The project chiefly encompasses the restoration of the river Ash (approx. 300m) section south of Bronzefield prison, this will provide a varied flow and an increase in habitat value. Seasonal ponds will also be created to provide riparian habitat. It was originally hoped that a looped walk could be created incorporating the existing pond to the rear of the prison, but this might not be achievable, instead a walkway will be created to the east of the pond, still creating a circular path (River Ash walk).
 - Ecological enhancement
 - Increased recreational value
- **Progress Against Milestones:**
 - **Last Period Key Achievements:**
 - Tender for detail specification of works via – contractor attained.
 - **Next Period Key Activities:**
 - Stakeholder agreement with final detail design.
- **Identified Risks and Issues:**
Risks:
Issues:
- **Budget Management:**

Item	Amount	Date and Comments
Approved Budget	£23k	Capital funding
External Funding	£58,490	
Total Funding	£81,490	
Actual Spend to Date	£	Budget spent
Projected Spend		
Variance From Agreed Budget		0%

- **Stakeholder Engagement:**
- **Resources:**
- **Anticipated Completion Date:**
 The Project Delivery date has now shifted to between September and November 2020.
- **Comments:**

Project: Refurbishment of Laleham Park Play Area

Category: Service

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
Neighbourhood Services are responsible for the management of all Council owned play areas within Spelthorne. This play area has been installed for a long period of time and is in need of refurbishment
- **Progress Against Milestones:**
 - Two tenders were received in January 2019
 - Both tenders were not quite right for the area
 - Will work with Asset Management to review what is going to be installed and then work out the requirement for the area.

- **Identified Risks and Issues:**
Risks: Installing equipment in the correct season.

Issues:

- **Budget Management:**

Item	Amount	Date and Comments
Approved Budget	£60,000	
Actual Spend to Date		
Projected Spend		
Variance From Agreed Budget		

- **Stakeholder Engagement:**
- **Resources:**
Key Delivery Partners include:-
 - Asset Management
 - Finance
 - Legal
 - Communications
- **Anticipated Completion Date:**
Currently 'ongoing' due to research in the latest equipment becoming available.
- **Comments:**
Project withdrawn/paused whilst Asset Management progress with work to the pavilion. When that work is completed this project shall be reassessed.

Project: Commercial Waste

Category: Service

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
- **Progress Against Milestones:**
- **Identified Risks and Issues:**
Risks:
Issues:
- **Budget Management:**

Item	Amount	Date and Comments
Approved Budget		£450,000 anticipated spend.
Actual Spend to Date		
Projected Spend		
Variance From Agreed Budget		

- **Stakeholder Engagement:**
- **Resources:**
- **Anticipated Completion Date:**
Awaiting Cabinet approval for project commencement.
- **Comments:**

Project: Bartec for 'Refuse Enquiries'

Category: Service

RAG Status: Amber

- **Benefits Identified and Anticipated Delivery to Target:**
Those identified thus far include:-
 - Time and Cost savings
 - Reduction in calls to the service
 - Improved all-round Customer experience
 - Reduction in paper process/usage
 - In Depot reporting/analysis
- **Progress Against Milestones:**
The relevant Project Documentation is currently being prepared.
 - **Last Period Key Achievements:**
 - Confirmation (from ICT) that the API is installed and active.
 - **Next Period Key Activities:**
 - Define process flows and sign-off
 - Bartec development of API ~ if required.
 - Spelthorne's building and development of the E-Form.
- **Identified Risks and Issues:**
Risks:
 - 1. **Software:-** Likelihood 3 x Impact 4 = **Risk Score: 12**Issues:
 - 1. **Project timeframe/delivery delay.**
- **Budget Management:**
To be confirmed.
- **Stakeholder Engagement:**
- **Resources:**
- **Anticipated Completion Date:**
To be confirmed.
- **Comments:**

Project: Enterprise Project – iDOX (Planning)

Category: Service

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**

Improved processes by the use of workload reports to identify red/amber/green status of target dates. Listing officer workload priorities to assist with allocation of cases and management of officer workload to help with achieving target dates for determination. Greater use of electronic systems and consultations to enable working towards being paper lite. This will help to improve workload monitoring, achieve greater accuracy and efficiency and assist in meeting Government Performance Targets.
- **Progress Against Milestones:**
 - Last period Key Achievements:-
 - New process set up for 'Authorisation of Decisions' via Uniform.
 - All acknowledgements, site notices, Public Speaking letters and statutory consultees set to be E-mailed directly from Uniform and stored in EDRMS.
 - All invalid letters to be generated directly from Uniform and stored in EDRMS.
 - Delegated Report generated from Uniform (as a Word document to allow track changes by Authorising Officer).
 - Decision Notices generated directly from Uniform and E-mailed to Agent (or printed if no E-mail address).
 - Next period Key Activities:-
 - Continue testing DM and ENF Mobile Apps.
 - Develop Enterprise – 3 Days IDOX consultancy booked
 - Standard Templates and Processes to be set up within Uniform Enforcement Module
- **Identified Risks and Issues:**

Risks:

 - Sufficient planning staff resources and ICT resources available with the required skills.
 - Availability of IDOX Consultancy for Planning and Enforcement Audits has affected the projected completion dates of the project.
 - Sufficient Budget.

Issues:

 - **Budget Management:**

Within existing budgets and on track.
 - **Stakeholder Engagement:**

Engagement with planning staff, ICT and IDOX Consultants.
 - **Resources:**

Planning staff, ICT support and IDOX Consultants.
 - **Anticipated Completion Date:**

The project started in December 2017 and it is anticipated will be completed by November 2019.
 - **Comments:**

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Project: **BLANK**

Category: Service

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
- **Progress Against Milestones:**
- **Identified Risks and Issues:**
 - Risks:
 - Issues:
- **Budget Management:**
- **Stakeholder Engagement:**
- **Resources:**
- **Anticipated Completion Date:**
- **Comments:**

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